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20 March 1974

SUBJECT: Operations Training

1. Arising from my meeting with [REDACTED]

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[REDACTED] on matters of rotation of personnel, I think it is important to record comments that were made on operations training. [REDACTED] expressed a very positive attitude toward training and made it clear that much profit lies in a training program aimed at each level of an officer's progress; and, for the first time in my memory, a DD/O expressed a feeling that operational doctrine should be developed in the Office of Training. He repeated this same feeling on 19 March when he addressed the Senior Seminar, saying that it was immeasurably preferable to have such doctrine developed out of discussion between OTR and DDO personnel.

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2. This background of discussion with [REDACTED] tells me that it is important for us to pick up this opportunity and describe in new terms a program of operational training befitting this day and age. Let us assume that the BOC and the AOC and other existent operations courses are O.K. but these should serve only as a foundation. I doubt that we need new courses, but what we do need is whole series of seminars; a great variety of operational subjects aimed at explaining and developing the future of operations. This should include a description of the "New Operations Officer" as well as new subjects such as economics, law of the sea, and even environmental and problems of pollution.

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3. What I would like to see is a comprehensive program outlined much like that which [REDACTED] has described in the field of analysis and intelligence production. It should be a program that concerns itself with the operations officer and for development at each stage of his career.

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The Operational Doctrine Committee

FUNCTIONS:

- (1) Serve as a locus for the identification and recording of operational doctrine and for the development of standard operational ^{terminology} technology;
- (2) Bring together representatives of the operational faculties of the [REDACTED] and ^{OTB} ~~ACT~~ and DDO Officers to ensure a common understanding of operational doctrine and a sharing of training materials;
- (3) Bring together operations trainers with other CIA personnel and personnel from other US government agencies for the purpose of keeping OTR personnel up-to-date on the state of the art of operations and on technical advances;
- (4) Identify for the DTR new training programs which are relevant to the modern case officer which will better permit him to function operationally in a world of changing priorities.

MEMBERSHIP:

Chairman - Special Assistant for Operations Training. Representatives from [REDACTED] DDO (as designated by [REDACTED]) and DDO/TRO.

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